



Director's Desk

Christina R. Ghaly, M.D.
Director

It's important to take the time to celebrate. Whether it's new beginnings, anniversaries, or notable achievements, taking a minute to recognize and celebrate major milestones in our work is good for the soul and good for our relationships with one another.

This issue of the Pulse has many events worth celebrating. Our lead story celebrates the kick-off of our work on building and integrating behavioral health services into primary care. No longer will our primary care patients need to be referred to an outside clinic or handed a 1-800 number in order to get access to the mental health and substance use services they need. A first phase of clinics has onboarded social workers, medical case workers, and substance use counselors, along with other staff, to provide behavioral health services on site, with referral out for serious cases. All of the rest of our primary care clinics in DHS will follow in the coming months. Congratulations to the entire team who has worked tirelessly to get us to this point and to all of our dedicated PC team members who have helped us get to a successful initial implementation!

I also had the privilege to attend the celebration of our Emergency Medical Service Agency's 50 year anniversary. I was sincerely touched by the humorous and passionate stories of generations of EMTs and paramedics who were trained by or worked for the EMS Agency. Stories of lives saved in the field, of how a television show shaped a profession, of savvy and committed individuals having the courage to redefine pre-hospital clinical care so that people would have a better chance of survival, particularly from out of hospital cardiac arrest. Congratulations to the entire staff of EMS on 50 years of service and innovation!

Congratulations also to our own College of Nursing and Allied Health (CONAH), which was successfully reaccredited last month. A jewel of the County, CONAH has had incredible success in educating and equipping LA County residents for nursing positions, many of whom choose to remain with DHS. Congratulations to CONAH for a well-deserved recognition of your work.

Finally, please take the time to read in the Spotlight about DHS' Management Development Program (MDP). We are eager for the continued expansion of the MDP, broadening its focus on new supervisors to include ongoing training for current managers/supervisors. We'll keep you updated as the MDP grows and the website is launched.

Thanks for sharing in the joy of these accomplishments. We welcome you to share with us programs you would like us to highlight in future issues.

In This Issue

- Behavioral Health Integration in Primary Care Official Kick-Off
- The Emergency Medical Services Agency Celebrates the 50 Year Anniversary of the first class of Paramedics in Los Angeles County
- The Los Angeles County College of Nursing and Allied Health Successfully Reaccredited
- Governor Newsom Partners with LA County in Effort to Lower Prescription Drug Prices
- April is Occupational Therapy Month!

Behavioral Health Integration in Primary Care Official Kick-Off

By Charmaine Dorsey, MSW, LCSW
and Jagruti Shukla, MD

Primary Care is responsible for managing the overall care of a patient's health. To truly enhance the quality of life for our patients and to deliver effective primary care, our clinics must address the behavioral and social threats to health, including substance use disorders, mental illness, lack of housing, food insecurity, lack of accessible transportation and other factors. On Thursday, March 14th, we launched the DHS Behavioral Health Integration (BHI) in Primary Care initiative at LAC+USC Medical Center and Dr. Christina Ghaly helped kick-off the day with words of support. Over 100 staff attended this event, including Physicians, Nurses, Clinical Social Workers, Medical Case Workers, Community Health Workers and Substance Use Counselors from seven DHS primary care clinics. Our DMH colleagues also joined the event and engaged in discussions on working together to provide effective and non-duplicative services.

In the first phase of this initiative, five DHS Primary Care sites at Harbor-UCLA Medical Center, Hubert H. Humphrey Comprehensive Health Center, LAC+USC Medical Center, MLK Outpatient Center and Edward R. Roybal Comprehensive Health Center will implement evidence-based best practices for addressing social and behavioral determinants of health. In the second phase, we will spread the model to all remaining DHS primary care clinics.

The core components of our new BHI model include (1) universal screening for behavioral and social conditions, (2) identifying a dedicated staff person for care coordination and patient support, (3) delivery of brief interventions, (4) systematic tracking and follow-up for patients with unmet needs, and (5) Specialty Care



consultation and collaboration, as appropriate.

DHS has enhanced its primary care staffing model so that it can expand its ability to provide social and behavioral health services within its clinics. The added staff include Licensed Clinical Social Workers, Medical Case Workers, Substance Use Counselors and Community Health Workers. As part of this process, DHS will seek certification for all primary care clinics with California's Drug Medi-Cal Organized Delivery System (DMC-ODS) waiver. DHS is currently completing work on a staffing package that will go to the Board of Supervisors to request approval of items to support Phase Two.

This initiative is championed by the DHS Behavioral Health Integration in Primary Care Workgroup, which is co-facilitated by Dr. Jagruti Shukla and Charmaine Dorsey, MSW, LCSW. This group is working closely with two Health Management Associate consultants who have vast experience and expertise with BHI in primary care and were funded through a generous grant from The California Health Care Foundation.

The Emergency Medical Services Agency Celebrates the 50 Year Anniversary of the first class of Paramedics in Los Angeles County

The Emergency Medical Services (EMS) Agency, in collaboration with the Los Angeles County Fire Museum hosted a gala event, on March 21, 2019 celebrating the 50th Anniversary of EMS in Los Angeles County. Under the leadership of Supervisor Janice Hahn’s father - the late Kenneth Hahn, Los Angeles County planned and developed one of the first paramedic programs in the Country. Supervisor Hahn’s vision was to establish a system of emergency response to medical emergencies that would operate throughout the 4,000 square miles of Los Angeles County (LAC).

The first attempt to train fire fighters to become paramedics began at the Harbor-UCLA Medical Center, under the direction of Dr. J. Michael Criley in 1969. With the proven success of the training program, Los Angeles County sponsored the Wedsworth-Townsend Act, which would allow the county to pilot the paramedic program and defined a scope of practice for the new workforce. The bill was passed, only after Supervisor Hahn convinced then Governor Ronald Reagan, not to veto it at the 11th hour.

The EMS system in LAC was featured in the TV show “Emergency” and led the way for this new service to be subsequently implemented throughout the country. “Emergency” featured Harbor-UCLA Medical Center as “Rampart General”. Since then, EMS has developed into a system of hospitals, fire departments and ambulance companies with physicians, nurses, emergency medical technicians, and paramedics.

“It’s hard to believe, but only fifty years ago, the idea of



Photo credit: Diandra Jay, Chief Executive Office via the Fourth District

paramedics treating patients en route to the hospital was groundbreaking,” said Supervisor Janice Hahn. “Since my father helped establish the first EMS agency in the nation right here in LA County, the idea has gone mainstream. Every day, all around the country, paramedics rush to emergencies, treat patients immediately and save lives. That’s a legacy we can all be proud of.”

The EMS Agency oversees 73 911-receiving hospitals, 32 public provider agencies with paramedics and 38 ambulance companies responding to 911 calls. In 2018, over 720,000 EMS responses were logged and over 580,000 transports were provided throughout LAC.

“Our EMS System today and the role that Los Angeles County played in the development of emergency medical services on a local, State and national level is something to be proud of, recognized and certainly celebrated,” said Cathy Chidester, Director of EMS.

The celebration at the LA County Fire Museum and event center was a sit-down dinner for 300, with special guests representing the past and the subsequent advancements in the EMS System. Highlighting the evening were Supervisor Janice Hahn who described her father’s role in the development of the system, Actor Kevin Tighe of the TV series *Emergency*, Dr. J. Michael Criley and Coronary Care Nurse Carol Bebout who began the first paramedic-training program at Harbor-UCLA Medical Center.

Many of the pioneers who either started the program, or were in the first classes were present and enjoyed the evening and recognition that their hard work directly contributed to the success of the system and the countless lives saved.

The Los Angeles County College of Nursing and Allied Health Successfully Reaccredited

By Vivian Branchick, MSN, BSN, RN

A six-member accreditation team visited Los Angeles County College of Nursing and Allied Health (CONAH) on March 11 13, 2019 to determine whether the College continues to meet Accreditation Standards, Eligibility Requirements, Commission Policies and US Department of Education regulations. The team evaluated how well the College is achieving its stated purposes, provided recommendations for quality assurance and institutional improvement, and submitted recommendations to the Accrediting Commission for Community and Junior Colleges (ACCJC) regarding the accredited status of the College.

During the visit, team members met with approximately 94 students, faculty members, staff and administrators in formal meetings, group interviews and individual interviews. Team members also met with representatives from the CONAH Board of Trustees. An open forum provided College stakeholders and community members an opportunity to meet with members of the evaluation team.

CONAH received a verbal report of the survey results after the three-day survey. No areas of non-compliance were identified. The team recognized several areas of distinction as follows:

1. A unique aspect of the school and its programming is the opportunity to take advantage of relationships with county hospitals and other facilities for clinical assignments. That partnership enables the program to foster strong ties with the community while providing a rich opportunity for learning across the curriculum.
2. The skills lab and simulation lab are well equipped and provide a learning environment conducive to practicing applied skills. More than just the equipment, supplies and physical furnishing of the labs, the approach to the value of simulation, skills attainment and student success is



CONAH Graduating Class, May 2018

- evident in the way the school incorporates the learning opportunities the labs offer.
3. The team members concur that the faculty and staff share a commitment to student learning and success. That commitment is readily seen through a high touch approach to all aspects of the student experience.
 4. The revised organizational structure has been successful in supporting an ongoing and consistent collegial dialogue centered on student achievement.
 5. Students are active in the governance process and in their student organizations. Students were able to give us examples of how their contributions and suggestions were received and acted upon by faculty and staff. Beyond that, the team was particularly impressed with the comments made by the students during the open forum. The mutual respect between students, faculty and staff was obvious and heartwarming.

CONAH supports the educational needs of the Los Angeles County Department of Health Services (DHS), and the L.A. County healthcare community by providing learning-centered educational programs and career development opportunities for healthcare students.

(See ‘CONAH’ on 3rd page)

Governor Newsom Partners with LA County in Effort to Lower Prescription Drug Prices

By Rochessa Washington

California Governor Gavin Newsom visited Rancho Los Amigos National Rehabilitation Center (Rancho) on April 18 where he announced that the State is committed to working with LA County to collectively reduce pharmaceutical drug costs.

On his first day in office, Governor Newsom signed an Executive Order to open up the pharmaceutical purchasing pool to others, including the county and private sector. The high costs of prescription drugs have long been an issue for the Governor.

On his 100th day in office, Newsom stood in front of Rancho's new Outpatient Building alongside Chair of the Board, Supervisor Janice Hanh of the 4th District, Supervisor Hilda Solis of the 1st District, and Dr. Christina Ghaly, Director of the Department of Health Services to draw a line in the sand against expensive prescription drug and medication costs.

Earlier this year, the governor directed State agencies to begin buying drugs in bulk and using that leverage to negotiate lower drug prices. He said the criminal justice system and Medi-Cal collectively spend as much as \$13 billion annually on drugs.

LA County is the first to partner with the State and Governor Newsom described it as a "populist moment". The county spends approximately \$250 million annually for prescription medications for patients throughout our healthcare system.



April is Occupational Therapy Month!

By Lisa Deshaies, OTR/L, CHT
Outpatient Clinical Specialist

Occupational Therapy (OT) enables people of all ages and abilities to achieve success in their daily lives by helping prevent - or live better with - injury, illness or disability. Occupational Therapists and Occupational Therapy Assistants at Rancho Los Amigos National Rehabilitation Center and other County facilities help patients participate in meaningful activities they want or need to do ("occupations") as a means of enhancing their quality of life.



These occupations fall under the domains of Activities of Daily Living (ADLs), Instrumental Activities of Daily Living (IADLs), rest and sleep, education, work, play and leisure. OTs holistically consider and address client factors (values, beliefs, body structures and functions), performance skills (motor, processing and social interaction), performance patterns (habits, routines, rituals and roles), and contexts and environments (cultural, personal, physical, social, temporal and virtual) to support maximal client engagement, participation and health.

So, what happens in Occupational Therapy and what do these professionals uniquely contribute to the health care team? In OT, patients actually **do** everyday activities as a catalyst for healing in order to successfully return to their most valued occupations! Rancho OTs provided these examples to the right.

OT Has Recently Helped Patients Be Able To...

- | | |
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| Cook for the family
Return to school
Get back to work at Amazon
Help the family around the house
Walk the dog
Make coffee
Start playing guitar again
Use chopsticks
Volunteer in a Café
Golf
Compose music on a key-board
Get dressed without help
Use a communication device with eyes only
Work as a gardener again
Floss teeth using assistive devices
Drive to college using hand controls
Clean the home
Get more restful sleep
Use a phone by voice commands | Sew on a sewing machine
Get on knees to pray in church
Push 2-year-old son on a swing
Go fishing
Make a ponytail
Manage diabetes without medication
Use a computer to take online classes
Give wife a hug
Prepare for more effective medical visits
Access an iPad
Live better with chronic pain
Manage medications
Choose healthier food at the market
Hold and feed infant granddaughter
Play video games with brother
Ride a motorcycle again
Get together with friends |
|--|---|

(‘CONAH’)

CONAH was initially accredited by the Western Association of Schools and Colleges in June 1995. The School of Nursing (SON) pre-licensure program is approved by the California Board of Registered Nursing (BRN). The Education and Consulting Services (EDCOS) program is approved by the BRN to provide continuing education units.

CONAH achieves its mission by graduating 85 to 100 students with an Associate of Science degree in Nursing annually. The average first time National Council Licensure Examination for nurses (NCLEX-RN) pass rate was 95.7 percent for the

eight classes that graduated between December 2013 and May 2017. Since 2012, the first time pass rate has remained above 95 percent, which is above both state and national averages. In keeping with the CONAH mission, at least 97 percent of graduates found employment as Registered Nurses in L.A. County with up to 54 percent of the graduating classes being hired by DHS. Graduates are encouraged to continue their professional development and to go on to earn their Bachelor’s and Master’s degrees.



DHS SPOTLIGHT

Management Development Program

April 2019

Why is Management Development Important?

We serve passionately so that our communities can flourish. And we can do that best when managers are developed to be effective team leaders of the staff who care for and serve our patients every day. In order to continue our journey of transformation to become a provider of choice, our managers need to be supported to grow and develop not only themselves, but their people as well.



What is the Management Development Program?

DHS launched the Management Development Program (MDP) in 2018, and is housed under the Organizational Development division led by Donna Nagaoka. The MDP's mission is to inspire, create, and support program, learning and community building efforts of leaders cultivating leaders. The team's focus is centered on building people development skills and professional effectiveness for DHS managers and supervisors.

The first program offering has been a two-day classroom onboarding training for supervisors and managers who have been in their roles for six months or less. The program, called Reaching for the TOP (aka The TOP Program), focuses on the key mindsets, skills and behaviors that are foundational for managers in DHS, with a focus on three main themes:

- Transitioning successfully from the role of an individual contributor to that of a manager whose role is centered on developing and supporting their team.
- Organizational connection between the daily efforts of a given team and the broader goals, strategy and vision of DHS.
- Personal, or Interpersonal, skills that managers need in order to bring out the best in their team and achieve their goals, as well as conduct crucial conversations around sensitive topics and situations.

After the training, participants are supported with a number of resources and engagement opportunities, including an online Collective Intelligence (CQ) platform to share successes, challenges and resources, a quarterly newsletter called The COMPASS, and Learning Symposiums (aka TOP Reunions) offered three times a year to reinforce and advance the skills learned from TOP, provide tools/tactics to use with their teams, as well as provide a forum for alumni community networking.



What has been the impact?

By keeping trainings small and intimate, the MDP team ensures an optimal learning and community experience. Since piloting the program in June, approximately 150 new managers have graduated from the TOP program. We have also held two TOP Learning Symposiums, reuniting TOP alumni for half-day sessions to further develop their skills and build community.

Currently, the team is collecting the six month “life after TOP” data to help better understand successes and challenges that managers experience in putting the learnings and skills from TOP into practice. TOP alumni feedback is critical to help inform future program improvements and provide targeted resources and activities to support our managers’ effectiveness in leading their teams towards success.



Where do we go from here?

The MDP team is presently developing the Leadership Excellence and Advancement Program (LEAP), which will be offered to managers with 1+ years of experience. LEAP will consist of two tiers, Advanced Management and Advanced Leadership. Both are expected to run over the course of several months, utilizing blended learning techniques (classroom and web-based) and co-led by our DHS Leadership Faculty members. The LEAP community will also be given on-going support resources and invitations to learning events that will reinforce their skills as a DHS team leader.

In addition, the TOP program will continue to be offered regularly throughout the year, with 10 sessions planned for 2019 and more expected in future years.

And be on the lookout for the MDP website, in development and launching soon!



Acknowledgments

With the leadership and sponsorship of Dr. Ghaly, DHS Director and Elizabeth Jacobi, People Officer, the Management Development Program has become an important part of the continued commitment to building and developing our supervisors and managers. The MDP Directors are Yvonne Banzali and Josh Rutkoff including their staff of Francisco Lopez, Joseph Huynh and Mary Louise Silva. Thank you also to the Hospitals/ACN for hosting the program and to all of the current TOP Leadership Faculty, including Beryl Brooks, Charmaine Dorsey, Aries Limbaga, Jennifer Murray, Shawn Phipps, Steve Poon, Tim Teodoro, Monica Soni, MD, Suzette Shields, Jennifer Chen, MD, and Josh Banerjee, MD.



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